

RECRUITMENT, HIRING, PROMOTION, AND RETENTION - DRAFT

New Era of Public Safety (3/28/2019)	<p>Promote policing as a legitimate, honorable profession, especially to young people from underrepresented groups. Departments should embrace the "guardian mindset" and advance a community-centered culture to attract applicants from underrepresented backgrounds. p. 279, pdf p. 317. Departments can diversity their applicant pools in various ways, for example "collaborating with leaders in communities of color and reaching out to institutions, such as historically Black colleges, universities, and churches. Departments should collaborate with affinity groups, such as associations of Black and Latinx officers, female officers, LGBTQ officers, Deaf and hard-of-hearing officers, and others to identify the challenges they face as police officers and to address challenges to attract more applicants from these groups. Departments can also hold focus groups with people from underrepresented groups. p. 284, pdf p. 322.</p> <p>Seek community input when making decisions about hiring and resource allocation. Investments in adequate police staffing levels do not have to come at the expense of other community investments. Communities, department leaders, and elected officials should take a holistic approach to staffing that considers proposed spending on new hires and other department expenses alongside community needs and competing interests. Departments should collaborate with community officials to identify services that don't require police-based responses; seek community and officer input when assessing staffing needs, identifying unfilled vacancies, and adjusting staff numbers based on projected population changes in their communities; and summarize key findings and recommendations about staffing and resources and share them with elected officials who make budget decisions (e.g., mayors, city managers, and members of the city council). p. 280-281, pdf p. 318-319.</p> <p>Develop recruitment plans that reflect departmental missions and community priorities. Some departments engage community advisory boards when hiring new officers; others work with community stakeholders to list the characteristics that describe ideal candidates (such as those who are service-minded, have sound judgment, and are respectful and compassionate). p. 284, pdf p. 322.</p> <p>Reevaluate hiring qualifications and testing. Even when department leaders can justify a certain hiring practice, they should explore alternatives if the practice disproportionately disqualifies applicants of color, women, or other underrepresented groups. Department leaders should also identify the minimum level of ability necessary to ensure testing does not pose barriers to applicants from underrepresented groups. p. 285, pdf p. 323.</p> <p>Provide mentoring opportunities and test preparation support to candidates from underrepresented backgrounds in policing. Additionally, department leaders should provide cultural awareness training to officers who interview job candidates and/or serve on interview panels, and they should ensure that panel participants include people from different backgrounds. p. 289, pdf p. 327.</p> <p>Implement transparent policies and practices that are centered on internal procedural justice. Department leaders should also ensure that performance reviews and appraisals reflect and reinforce community policing values and skills such as dispute resolution, de-escalation, problem-solving, and community engagement. Likewise, departments should weigh factors that indicate how officers engage on the job such as sustained complaints against officers. Further, all promotional exams should be evaluated on a regular basis to make sure they are fair and lawful, and departments should also offer them regularly so that qualified candidates are promoted. p. 291, pdf p. 329. Seek community and officer input in departmental processes and systems to promote internal procedural justice. p. 292, pdf p. 330.</p>
21st Century Policing (5/2015)	<p>"Law enforcement agencies should strive to create a workforce that contains a broad range of diversity including race, gender, language, life experience, and cultural background to improve understanding and effectiveness in dealing with all communities." p 16, pdf pp 30. "A critical factor in managing bias is seeking candidates who are likely to police in an unbiased manner . . . [P]olice departments should seek candidates who have had positive interactions with people of various cultures and backgrounds." p 17, pdf pp 31.</p> <p>"Successful law enforcement agencies should be highlighted and celebrated and those with less diversity should be offered technical assistance to facilitate change." p 17, pdf pp 31. This requires partnerships with the public, business, and civic communities. See id.</p> <p>"Law enforcement agencies should be encouraged to explore more flexible staffing models" to "attract[] candidates and encourage[] retention, particularly for officers with sole responsibility for the care of family members." p 18, pdf pp 32.</p> <p>"[H]iring, training, evaluating, and promoting officers based on their ability and track record in community engagement—not just traditional measures of policing such as arrests, tickets, or tactical skills—is an equally important component of the successful infusion of community policing throughout an organization." p 43, pdf pp 57.</p> <p>"Law enforcement agencies should evaluate officers on their efforts to engage members of the community and the partnerships they build. Making this part of the performance evaluation process places an increased value on developing partnerships." p 44, pdf pp 58.</p>

Report on Police Reform and Racial Justice (8/2020)	Departments should develop recruitment and outreach plans and goals that reflect the mission of serving the public with a police force that encompasses the diversity of the residents it serves. Departments' outreach strategies need to reach the target populations in order to achieve greater diversity. Additionally, recruiting men and women of all backgrounds who show a facility for and a willingness to interact well with people from diverse backgrounds should be a priority, and community outreach and recruitment pipeline programs should be considered. Officers who demonstrate leadership in these areas should have their work acknowledged and factored into promotion assessments. p. 22, pdf p. 24.
Redefining Policing With Our Community (5-8/2020)	<p>Establish a civilian oversight body to provide input on policies and practices, including hiring and disciplinary decisions. See p 6, pdf p 7. See also p 31, pdf p 32. Membership on the oversight body should be decided through a community nomination process, with a designated number of seats allocated to "justice-involved" community members, and impacted family members. See p 7, pdf p 8. See also p 31, pdf p 32. Finally, the oversight body should have subpoena, censorship, and disciplinary power. See p 6, pdf p 7. See also p 31, pdf p 32.</p> <p>Create advancement opportunities for officers who demonstrate high ethical standards while serving the same community for a long period of time. p 7, pdf p 8. See also p 38, pdf p 39.</p> <p>Improve psychological assessments to more effectively evaluate the social and emotional intelligence of incoming recruits. See p 8, pdf p 9. See also pp 41-42, pdf pp 41-43.</p> <p>Consider officers' misconduct records when hiring, reinstating, or promoting officers. See p 8, pdf p 9.</p>
Automated License Plate Reader Report (2/2020)	N/A
Statement of Policing Project Regarding Policing in the United States (2020)	N/A
Racial Indentity Profiling Advisory Board 2019 Report (2019)	N/A
Police Use of Force: An Examination of Modern Policing Practices (11/15/2018)	Reconsider problematic provisions including: "clauses that limit disciplinary consequences for officers, for example preventing an officer's history of past misconduct from being considered in future cases (appears in contracts in 64 cities and 7 states); requirements that police departments erase records of officer misconduct, in some cases after two years or less (appears in contracts in 43 cities and 3 states); and of policies disqualifying complaints from being investigated if they are submitted too many days after an incident occurs or if an investigation takes too long to complete (appears in contracts in 25 cities and 4 states)." P. 60, PDF p. 70.
Strategies for Change: Research Initiatives and Recommendations to Improve Police-Community Relations in Oakland, Calif. (6/20/2016)	<p>"Make trainings shorter and more frequent." P. 50, PDF p. 51. "Expand training topics," including giving officers "a suite of trainings in social tactics," with certain prerequisites. P. 51, PDF p. 52. "Let officers choose which trainings to take." Id. "Incentivize "training-in-action" workshops." Id. "Rigorously measure the effects of all trainings . . . by looking at community-level indicators before and after a training is deployed or, if the program is deployed progressively across the entire agency, by looking at outcomes for officers or squads who have already undergone the training versus those still waiting to receive it." Id. "Hire a training coordinator . . . to ensure that the values of the department are infused in the trainings that are offered and that the different trainings offered throughout the department are integrated, such that officers feel that the trainings serve their needs and give them tools to make their job easier, rather than see trainings as a chore that is imposed on them by command staff." Pp. 51-52, PDF pp. 52-53.</p> <p>Have risk management meetings once monthly with command staff from each area of department to compare stop data for the area to department-wide stop data over a six-month period, break down stop metrics by race and discuss trends, compare squads to one another, etc. P. 54, PDF p. 55. "Identify outlier officers . . . who are at risk of developing problematic behaviors or have already done so." Id. "Monitor and reduce time pressure," including by introducing daily activity tracking sheets. P. 55, PDF p. 56.</p> <p>"Monitor and reduce stress and fatigue," including with trainings focusing on health and wellness; examine how these factors "influence officer decision-making during police-initiated stops could uncover patterns and suggest improvements, as has happened in medicine, law, and other high-stress fields." Id. "Identify factors associated with high- and low-performing squads . . . to examine how much these performance differences are due to the individual officer characteristics, squad characteristics, squad supervisors, and the directives officers receive from command staff." Id. Review policy: Handcuffing people undergoing a search. Id. Review policy: Searching people who are on probation or parole. P. 56, PDF p. 57. Review practice: Asking people whether they are on probation or parole; using severe legal language. Id. "Produce and publish an annual Racial Impact Report" on stop data. Id. "Analyze data for trends over time." P. 57, PDF p. 58.</p>
An Assessment of Traffic Stops and Policing Strategies in Nashville (date unknown)	N/A